

# **HOUSING AUTHORITY OF THE COUNTY OF CONTRA COSTA**

## **I. DEPARTMENT MISSION MANDATE OR GOAL**

The mission of the Housing Authority of the County of Contra Costa is to provide high quality affordable housing solutions and promote self-sufficiency for low-income people of Contra Costa. This is accomplished primarily through two programs subsidized by HUD: Public Housing, and Section 8 Certificates and Vouchers. The Housing Authority in 2002-03 has

- 112 Employees,
- An \$86 Million Budget,
- 1,200 Public Housing Units,
- 6,687 Section 8 Housing Choice Voucher Units, and
- Five Service and Grant Programs.

## **II. MAJOR DESCRIPTIONS**

### **A. OPERATIONS**

This department delivers services to low-income families who participate in the Public Housing or the Section 8 Programs. Additional services are also delivered to residents of Casa Del Rio, a non-HUD-funded 82-unit low-income senior residential facility in Antioch.

The service delivery system begins when participants are screened for income eligibility at the Central Waiting List Office and are put on a waiting list. Once they are housed, there are at least two annual points of contact: once when they are re-certified for their income eligibility, and again when each housing unit is annually inspected to ensure that it meets safety and quality standards.

Most of the revenues for the Housing Authority come from a combination of rents, administrative fees from HUD for the Section 8 Program, and an operational subsidy for the Public Housing Program. Funding sources for all Housing Authority programs are shown on the following table.

FTE: 92

## PROGRAMS, FUNDING SOURCES, AMOUNTS AND IMPACT

PROGRAM	FUNDING SOURCE	AMOUNT	IMPACT/EFFECT
Public Housing	HUD and Rent	\$6,933,436	Public Housing Families
Tax Credit Property	Property Management Fees & Interest Income	\$394,609	82 Units in Antioch
Section 8 Vouchers	HUD Housing Subsidy Payment and Administration Fees	\$73,991,793	Approximately 7,000 families in Contra Costa County
Rental Rehabilitation and Homeless Programs	Community Development Block Grants/HUD Rental Rehabilitation	Approximately \$408,856	Rehab of units and Homeless Shelters
Comprehensive Grant Program	HUD	\$4,056,508	Public Housing
Grant Programs	HUD Other	Approximately \$606,025	Self-Sufficiency, Jobs, Crime Reduction, etc.
<b>TOTAL</b>	Varied	\$86,229,103	Low Income Families Throughout the County

### B. DEVELOPMENT DEPARTMENT

This department modernizes and rehabilitates existing housing units for low-income families, which also improves the neighborhoods in which they live. Additional responsibilities are to develop homeless facilities, Head Start facilities, and affordable housing. Much of this work is done in collaboration with other public and private agencies.

The Rental Rehabilitation Group within this department arranges financing and technical assistance for rehabilitation of rental properties that are rented to low income families. Funding for this department comes from HUD, Community Development Block Grants and other grants.

FTE: 5

### C. FISCAL DEPARTMENT

This department administers all financial transactions for the Housing Authority and provides internal controls on program administration by other departments. The activities of this department include:

1. Monitor and collect all rents from Public Housing;
2. Administer monthly payments to Section 8 Landlords;
3. Monitor all grant monies;
4. Monitor all contracts to outside contractors;

5. Coordinate all personnel / payroll functions;
6. Complete accounting and fiscal responsibilities of all the programs administered by the agency;
7. Manage and monitor all investments; and
8. Prepare and monitor agency annual budget and subsequent fiscal reports.

FTE: 7

#### **D. EXECUTIVE OFFICE**

Directs the activities of all the other departments. Acts as chief liaison to the Housing Authority Board of Commissioners and the Advisory Housing Board.

ALL EMPLOYEES (PERMANENT AND TEMPORARY)	
Management	33
Clerical	46
Maintenance	21
Other (Project Positions and Outside Work Experience positions)	24
<b>TOTAL</b>	<b>123</b>

Employee profile: the following table shows all employees by race, gender and status. The numbers of permanent employees by profile are as of April 1, 2003.

<u>EMPLOYEE PROFILE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>	<u>PERCENT</u>
Caucasian	15	35	50	45%
Hispanic	6	11	17	15%
African American	21	15	36	32%
Pacific Islanders/Asian	6	2	8	7%
Native American	1	0	1	1%
Other	0	0	0	0%
<b>TOTAL</b>	<b>49</b>	<b>63</b>	<b>112</b>	<b>100%</b>

### **III. HOUSING AUTHORITY ACCOMPLISHMENTS**

- A. Achieved a balanced budget for the fiscal year.
- B. Completed and obtained approval of new Section 8 administrative plan.
- C. Rehabilitated approximately 30 units of housing for low-income individuals and families through the rental rehabilitation program.
- D. Achieved a 100% lease rate for the Section 8 housing choice voucher program; i.e., there are 6,700 low-income households participating in the program.
- E. Successfully closed the fifty-year-old public housing development (Los Medanos Development) of eighty-six units and relocated tenants with Section 8 housing choice vouchers.
- F. Obtained tax credit funding to replace the 86 units at the Los Medanos Development with the De Anza Development of 180 family units.
- G. Conducted a landlord workshop in conjunction with the City of Richmond Housing Authority to increase understanding of and participation in the Section 8 housing choice voucher program.
- H. Developed and distributed “newssheets” to landlords to increase understanding of and participation in the Section 8 program.
- I. Implemented business automation plans and installed a new management information system that fully integrates all housing authority programs into a single financial package.
- J. With the Painter’s Union Local 376, successfully implemented a painter’s apprenticeship program for the public housing developments and had 12 graduates from the program this past year.
- K. Had 40 children from the Bayo Vista and Las Deltas public housing developments and six staff attend the one-week Camp DEFY (drug elimination for youth) at the National Guard barracks in San Luis Obispo during July 2002.
- L. The Family Self-Sufficiency (FSS) Program graduated 12 participants, of which four graduates are no longer receiving rental assistance.

#### **IV. DEPARTMENT CHALLENGES**

##### **A. INTERNAL TO THE HOUSING AUTHORITY**

1. The primary challenge is to continue to successfully meet the requirements of the new HUD Quality Housing and Work Responsibility Act of 1998 in an extremely tight and costly housing market.
2. Revising the Housing Authority organizational structure to streamline operations and take advantage of technological business opportunities.
3. Improving the physical condition of our public housing stock.
4. Reducing the vacancy rate turnover in public housing caused by welfare to work transitions and other choice related moves.
5. Fully converting our financial accounting systems to Generally Approved Accounting Practices (GAAP) and implemented new management information systems program to streamline the Housing Authority's reporting requirements to HUD.
6. Increasing Family Self-Sufficiency Program enrollment of Section 8 participants from 260 to 325 by October, 2003.
7. Improve customer service throughout the Housing Authority.
8. Develop and revitalize affordable housing.
9. Increase self-sufficiency opportunities for residents in public housing.

##### **B. INTERNAL TO COUNTY OPERATION**

1. Housing Authority/County relationships and collaborations with other agencies
  - a. Continued collaboration with Community Services to develop Head Start facilities at public housing sites.
  - b. Continued collaboration with Health Services to: help those with special needs, physical/mental health in the Shelter Plus Care Program; to meet funding match requirements to obtain adequate administrative fees; and to reorganize the referral and placement process.
  - c. Collaborate with the County Employment and Human Services Department to provide better services to our shared client base.
  - d. In conjunction with the County Health Services Department, implement the development of homeless housing facilities.

- e. Work with Supervisors and County agencies to expand crime prevention and self-sufficiency.

## **C. EXTERNAL TO COUNTY OPERATION**

The Housing Authority is a state-chartered agency, funded and regulated by the U.S. Department of Housing and Urban Development, and accountable to the Housing Authority Board of Commissioners (Board of Supervisors) and the Advisory Housing Commission. The funding for the Housing Authority is almost entirely federal funding. The Housing Authority does not receive any direct monies from the County's General Fund.

As a federally regulated agency, the Housing Authority is affected both by Congressional passage or veto of housing legislation and its mandate to meet the need for housing. Nationally, HUD estimates that there are more than five million low-income families who need immediate assistance with housing. Many are employed in one or more jobs, but at wages that do not generate self-sufficiency.

Also, in a market such as this, it is difficult for holders of Section 8 Vouchers to find affordable housing where landlords are willing to rent to subsidized tenants. The challenge to the Housing Authority is to ensure that the process is streamlined, customer-friendly, and that participants understand how to successfully compete as prospective tenants.

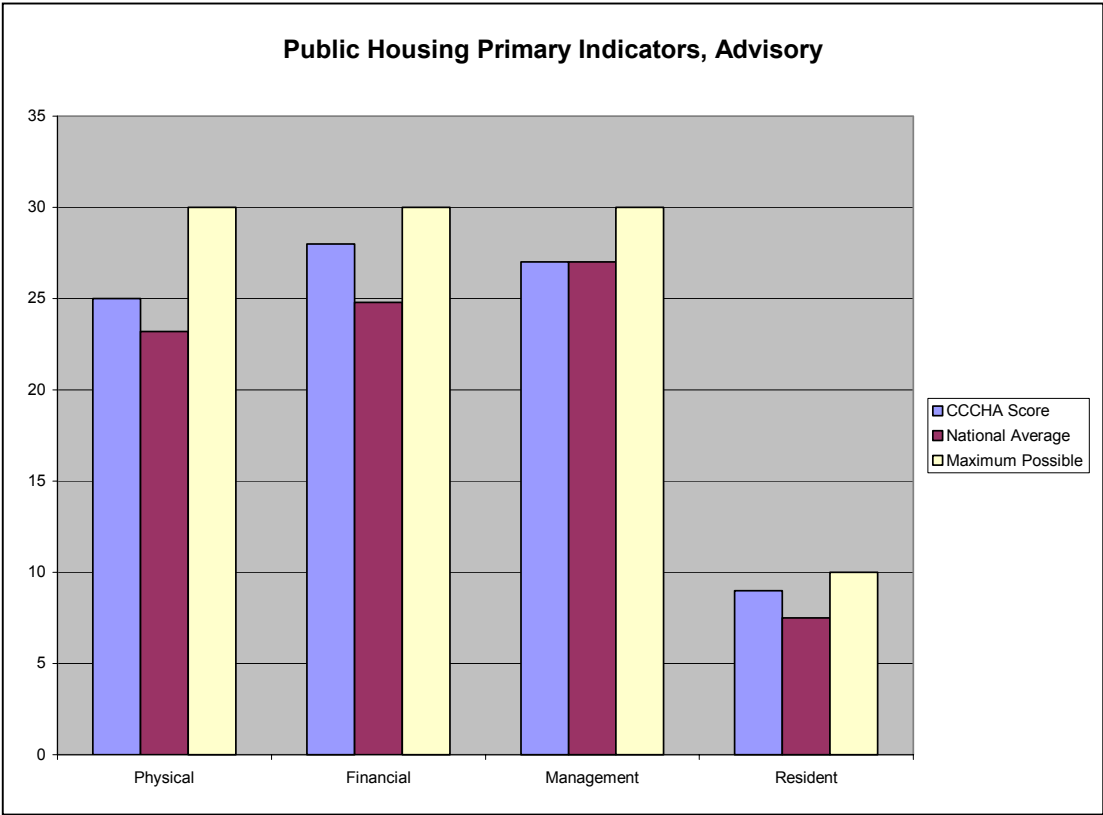
## **V. PERFORMANCE INDICATORS**

### **A. PUBLIC HOUSING**

HUD rates all Housing Authorities on public housing programs according to performance indicators established in a new Public Housing Assessment System (PHAS). These indicators are shown below for FY 2002; we received a score of 88 out of 100 possible points. The preliminary information obtained from our analysis of HUD's assessment has generated an action plan to improve the scores and we are targeting a 5-point (from 1988 to 1993) improvement in each Primary Indicator for FY 2003.

Section 8: This program is going to be assessed by a new objective system counterpart to PHAS. This new evaluation is called the Section 8 Management Assessment Program (SEMAP). The Housing Authority is a Standard Performer under the self-assessment system of SEMAP. Performance indicators include standards for maintaining a Waiting List, Reasonable Rent, Utility Allowance Schedule, Quality Control Inspections and other indicators relating to Section 8 families. The Housing Authority ratings of "0" are subject to change given the transition of the

Management Information System upgrade to the new computer program. The Housing Authority has documentation to refute the score for Timely Annual Reexaminations, Correct Tenant Rent Calculations, Pre Contract HQS Inspections and Annual HQS Inspections that it will forward to HUD.



## **Section 8 Primary Indicators(Preliminary)**

**Used for Housing Authorities Nationwide  
Objective System Utilizing Third Parties and Certifications**

Section 8 Area	Threshold of Performance	HA Score	Maximum Score
Selection from Waiting List	Policies published? Procedures followed?	15	15
Reasonable Rent	Procedure in place? Document in file?	20	20
Determination of Adjusted Income	Verification proper? Documented?	20	20
Utility Allowance Schedule	Accurate and up to date?	5	5
HQS Quality Control	Audit sampling performed? Timely?	5	5
HQS Enforcement	Deficiencies Corrected? Timely?	10	10
Expanding Housing Opportunities	Data tracked to balance poverty?	5	5
Payment Standards	Housing Payment Standards current ?	5	5
Timely Annual Reexaminations	Participants reviewed each year?	0	10
Correct Tenant Rent Calculations	Accurate? Documented?	0	5
Pre Contract HQS Inspections	New units passing? Timely?	N/A	5
Annual HQS Inspections	All inspected? Yearly? Timely?	N/A	10
Lease-Up	Lease rate at Annual Budget Authority Level	20	20
Family Self-Sufficiency Bonus Points	Enrollment full? Escrows established?	0	5
Deconcentration Bonus Points	Expanding Housing Opportunities in areas of very low poverty levels.	0	5
Total Points Awarded		<b>105</b>	<b>135</b>



# Contra Costa Housing Authority

